
Joint SDG Fund - 1st Call on SDG Financing

A. COVER PAGE

1. Fund Name: Joint SDG Fund

2. MPTFO Project Reference Number

3. Joint programme title

Funding guidelines for the response to violence against women and children

4. Short title

Financing for preventing violence

5. Country and region

Bolivia, Latin America and the Caribbean

6. Resident Coordinator

Susana Sottoli

susana.sottoli@one.un.org

7. UN Joint programme focal point

Arturo Aparicio

UN Resident Coordinator Office

arturo.aparicio@one.un.org

8. Government Joint Programme focal point)

Carlos Melchor Diaz Villavicencio

Ministry of Planning for Development

Mariana Rodriguez

Vice Minister

Mariana.rodriguez@planificacion.gov.bo

9. Short description:

The Joint Programme proposes a strategy aimed at increasing and improving the financing and management of the State, at its different levels of government, for the care and prevention of violence against children, adolescents and women, as a step towards achieving the Sustainable Development Goals. The proposal is based on the recognition that strengthening the services of the State protection system requires expanding and strengthening its financing and improving the efficiency of the management of the various functions involved in the institutional architecture for responding to and addressing violence against these populations.

The programme's strategy for achieving a better financial allocation has the characteristic of being comprehensive and exhaustive. In other words, it aims to work with the different State actors involved by promoting changes in the structural institutional arrangements that condition budgetary decision-making within this protection system. Institutional arrangements such as the financial administration system, the distribution of competencies among levels of government, public planning instruments, or the fiscal pact. These institutional arrangements will take the form of decrees or regulatory provisions. As a result of the programme, it is expected that agreements will be reached at the State level to provide sufficient resources and clear fiscal rules for the subnational levels, which will in turn lead to a reduction in the current vertical and horizontal imbalances in the country's financing of this problem.

10. Keywords:

Violence, Women, Child Protection, Public financing, Budget allocation, Institutional arrangements.

11. Overview of budget

Joint SDG Fund contribution	USD 834,407.00
Co-funding UNICEF, UN Women and UNFPA	USD 614,044.00
TOTAL	USD 1,451,451.00

12. Timeframe:

Start date	End date	Duration (in months)
10/1/2020	9/30/2022	24 months

13. Gender Marker: 3

14. Participating UN Organizations (PUNO) and Partners:

14.1 PUNO

- Convening agency: UNICEF
- Other PUNO: UN Women and UNFPA

14.2 Partners

- **National authorities:**

Ministry of Planning for Development
Diaz Villavicencio, Carlos Melchor
Minister
Email
Telephone +591 2 2189000

Ministry of Justice and Institutional Transparency
Rios Caballero, Alex
Vice Minister of Opportunities Equality
Email
Telephone +591 2 2158900

Ministry of the Presidency
Santander Oblitas, Franklin
General Director of Autonomy
Email
Telephone +591 2 2153937

Servicio Plurinacional de la Mujer y la Despatriarcalización
Fuentes, Liliana
Director
Email
Telephone: +591 2 2154184

- **Civil society organizations:**


Bolivian Association of Women Councillors
Federation of Municipal Associations (FAM)
Sarué Pereria, Bernarda
Executive Director
Email
Telephone +591 2 2443767

SIGNATURE PAGE

Title of the proposed Join programme	Financing for preventing violence
Country	Bolivia
Proposed duration of implementation	2 years (10/1/2020- 9/30/2022)
Overall cost	USD 1,451,451.00
The amount requested from the Joint SDG Fund	USD 834,407.00

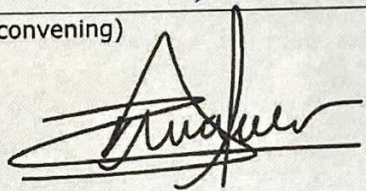
Resident Coordinator
Susana Sottoli
Resident Coordinator in Bolivia

30 / 3 / 2020
Date


Signature and seal

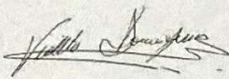
Participating UN Organization: UNICEF (lead/convening)
Rafael Ramirez
Representative
UNICEF Bolivia

27 / 3 / 20
Date


Signature and seal

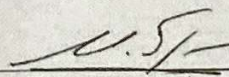
Participating UN Organization: UN Women
Violeta Dominguez
Representative
Un Women Bolivia

30/03/2020
Date


Signature and seal

Participating UN Organization: UNFPA
Cecilia Taborga
Officer in Charge
UNFPA Bolivia

30/3/2020
Date


Signature and seal

B. STRATEGIC FRAMEWORK

1. Call for Concept Notes: SDG Financing (2/2019) – Component 1

2. Programme Outcome [pre-selected]

- Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)

3. UNDAF Outcomes and Outputs

3.1 Outcomes

Priority area 3: Public Management and Plural Justice

Outcome 3.1 State institutions have designed and applied efficient and effective evidence-based policies aimed at a rights and social protection agenda that promotes coexistence without violencia , an intercultural and parity democracy under equal conditions with access to quality public justice, citizen security and sectoral services, in permanent dialogue and effective participation by civil society.

Priority area 4: Interculturality, Decolonization and Depatriarcalization

Outcome 4.1. Contributions have been made to the effective exercise of individual and collective rights of indigenous and aboriginal farming peoples and intercultural and Afro-Bolivian communities in accordance with their own institutions, knowledge, standards and procedures within the framework of intercultural democracy for living well ("*Vivir Bien*")

Outcome 4.2 The exercise of the rights of women, girls, boys and adolescents is strengthened, promoting a life without violence, the formulation and of laws, policies and service provision and budgets that are gender and child rights sensitive, in line with international commitments to promote gender and generational equality, decolonization and de-patriarchy.

4. SDG Targets directly addressed by the Joint Programme

3.1 List of goals and targets

The SDGs to which the proposal contributes broadly are

- SDG 3 *Ensure healthy lives and promote well-being for all at all ages*
 - Target 3.8: Achieve universal health coverage, including protection from financial risks, access to quality essential health services and access to safe, effective, affordable and quality medicines and vaccines for all.

- *SDG 5 Gender Equality*
 - Target 5.2: Eliminate all forms of violence against women and girls in the public and private spheres, including trafficking and sexual and other forms of exploitation
 - Target 5.3: Eliminate all harmful practices such as child, early and forced marriage and female genital mutilation.
- *SDG 16 Peace, Security and Strong Institutions*
 - Target 16.1: Reduce significantly all forms of violence and corresponding mortality rates worldwide
 - Target 16.2: Stop child abuse, exploitation, trafficking and all forms of violence and torture
 - Target 16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all

Other SDGs to which the proposal contributes:

- SDG 1 End poverty in all its forms everywhere
- SDG 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- SDG 10 Reduce inequality within and among countries
- SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable
- SDG 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development

3.2 Expected SDG impact

The results of this programme will enable the Bolivian State to carry out studies that will allow for an analysis of the financial situation of the system for the protection of children and women, in order to identify the main challenges in terms of financing, and to identify cost effective methods of intervention to combat violence against children and women, thus strengthening the government's strategy to combat violence by generating evidence in terms of financing. This is expected to accelerate national progress on ODS 5 and 16 targets on reducing violence against women and children.

5. Relevant objective(s) from the national SDG framework

Bolivia does not have a national SDG framework, although its medium-term planning instruments are aligned with Agenda 2030. Currently, the Economic and Social Development Plan (PDES) 2016-2020 includes the following pillars and objectives related to the programme:

- Pillar 1: Eradication of poverty
- 1.2: Eradication of social poverty, all forms of exploitation, discrimination and racism
- Target 3: Bolivia no longer has captive communities, no form of pugnacity and slavery, and no exploitation of child labour.
- 1.3: Eradication of spiritual poverty and building of the integral human being
- Target 4: Combat discrimination and racism.
- Target 5: Combat spiritual poverty.
- Pillar 11: Sovereignty and transparency in public management
- 11.3: Public safety for a life without violence
- Target 3: Citizen Security for a Life without Violence.

6. Brief overview of the Theory of Change of the Joint programme

One of the main factors preventing the State from responding effectively to violence against boys, girls and women is the lack of adequate budgets. If the State allocates sufficient budgets to enable specialized services to be provided in accordance with the needs of the child population and women, and if there is a change aimed at improving the institutional management of the institutions that make up the protection system, then all victims of violence have access to essential services. As a result of these actions, State institutions respond adequately to the magnitude and extent of the problem of violence against women and children, based on the allocation of sufficient budgets to the institutions that make up the care and response ecosystem and the application of efficient management models.

7. Trans-boundary and/or regional issues *(optional)*

C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1 Problem statement (max 2 pages)

The Patriotic Agenda (the General Economic and Social Development Plan for Living Well in Bolivia to 2025) and the Economic and Social Development Plan (PDES 2016-2020), constituted as planning tools aimed at accelerating Bolivia's social, economic and environmental development, are the means defined by the country for the implementation of the Sustainable Development Goals.

Although both instruments, the Patriotic Agenda and the PDES 2016-2020, have a framework of defined objectives and results that are monitored by the Ministry of Development Planning, these planning tools do not have estimates of how many resources are being allocated to the achievement of each of the 17 development objectives.

The role of the State and of the public bodies responsible for allocating resources to guarantee the fulfilment of the goals established in Agenda 2030 is fundamental. Quantifying and analyzing the efforts that the country has made in recent years in terms of public social spending aimed at accelerating the results in each of the 17 goals will allow for a greater understanding of the structure and evolution of public social spending aimed at fulfilling Agenda 2030.

Based on the estimates of expenditure in the different SDG, the analysis of their relationship with the corresponding follow-up indicators will be a fundamental element in showing the importance of adequate state financing in view of the fact that, in general, higher levels of expenditure are associated with better performance in the indicators.

Within the SDG, one of the areas with the greatest challenges for Bolivia is that related to the violence experienced by women and children. This violence is a form of discrimination that undermines and nullifies the enjoyment of their human rights and fundamental freedoms. The impact it causes in the social and economic spheres affects the situation of girls, women, households, communities and society at large. It is also an obstacle to national development and the achievement of poverty reduction goals. This is evidenced by the recent inclusion of the eradication of violence against women and girls in the Sustainable Development Goals of Agenda 2030, more specifically in targets 2 and 3 of Goal 5: Gender Equality.

Violence against women and girls has adverse short- and long-term consequences for the sexual and reproductive health and rights of victims. The impact of this crime can range from minor injuries to more serious consequences including early unions, early and forced pregnancies and childbearing, unwanted pregnancies, maternal death, physical injury, sexually transmitted infections and HIV, including suicide and death. Partner violence during pregnancy also increases the likelihood of miscarriage, intrauterine fetal death, premature births, adverse obstetric outcomes and low birth weight.

In Bolivia, the magnitude and extension of the phenomenon of violence against children, adolescents and women has reached alarming levels, as reflected in the available statistics.

Bolivia is also one of the countries with the highest rate of femicide in Latin America, while year after year it is exceeding the records of infanticide of previous years. According to data from the 2008 National Demographic and Health Survey (ENDSA), 85.9% of daughters and 93.6% of sons reported that they had suffered physical and/or psychological violence. Only 14.1% of the women interviewed stated that they had not been subjected to violence as children.

Violence, in all its forms, continues to be present in the different spaces where children, adolescents and women live: home, school, community, work environment; and it affects them in all regions and within all social strata.

The systems for the protection of children, adolescents and women in Bolivia present severe challenges in the effective implementation of mechanisms and coordination of bodies and integral response. One of the causes of this truncated implementation is the insufficient allocation of budget for the hiring of specialized human resources, infrastructure, technology and the quality of the programs and services offered in the area of prevention and care of violence and the restitution and judicialization of those cases reported; as well as the insufficient generation of data and evidence for public policy decision-making.

These protection systems make the participation of health services in addressing violence against children, adolescents and women invisible. 63.5% of women who attended a health facility at the time of delivery suffered obstetric violence from health personnel (Prevalence and Characteristics of Violence against Women Survey, 2016).

Therefore, the concern of the various movements that fight for inclusion has been to contribute to the economic analysis and the differentiated implications of public policies and financing for women and children, pointing out that fiscal policy does not recognize the different conditions and positions of men, women and girls and that they have different interests, needs and demands. Planning, development plans, programmes and, with them, public budgets, which make up fiscal policy, are public policy instruments that affect people's daily lives and directly influence the exercise of the human rights of women and children.

Greater allocation and securing more resources is crucial to deploying the network of services and specialized functions required by the protection system in relation to violence against women and children. This entails creating mechanisms in the distribution and allocation of the budget for children that allow for efficient, adequate and results-oriented investment is the government's instrument for the implementation of rights and, therefore, for achieving greater equity and well-being. At the same time, the public management of the different services included in the protection system for cases of violence against women and children have room for improvement.

All these challenges have not been fully addressed by the government. One of the reasons is the lack of evidence on the needs for both funding and efficient models of results oriented public management and effective fulfilment of rights. Thus, the Bolivian State needs these guidelines techniques that will enable it to make a qualitative leap towards a better institutional response to this problem, which has spread to all regions of the country.

1.2 SDGs and targets (max 2 pages)

The proposal contributes directly to the following SDG:

SDG 3 Ensure healthy lives and promote well-being for all at all ages

Target 3.8: Achieve universal health coverage, including protection from financial risks, access to quality essential health services and access to safe, effective, affordable and quality medicines and vaccines for all.

Logic of the proposal's impact: violence against girls, boys, adolescents and women has negative short and long-term effects on the sexual and reproductive health and rights of victims. In this regard, health services must protect the rights, safety and well-being of people who experience violence, including sexual health, and coordinate with other agencies in the State chain of care for the reception, medical examination and referral of cases of violence for a coordinated multi sectoral response.

The project will contribute to target 3.8 by increasing health coverage and attention to violence, mainly sexual violence as an essential service in all health facilities, guaranteeing the provision of specialists, medicines and supplies.

SDG 5 Gender Equality

Target 5.2: Eliminate all forms of violence against women and girls in the public and private spheres, including trafficking and sexual and other forms of exploitation

Target 5.3: Eliminate all harmful practices such as child, early and forced marriage and female genital mutilation.

Logic of the proposal's impact: due to gender inequality in the patriarchal order, women are much more likely than men to suffer from poverty, be deprived of education and opportunities, and be victims of sexual and domestic violence. Goal 5 calls for the eradication of all forms of violence against women and girls, the end of all forms of gender discrimination and the elimination of harmful practices such as child marriage and female genital mutilation (FGM). It also aims to ensure universal access to sexual and reproductive health and rights.

The Project will contribute to target 5.2 in reducing the proportion of children, adolescents and women who suffer violence, through better institutional management and a more efficient system of resource allocation for prevention, care, reparation and sanction. of violence at both the national and sub-national levels.

The new institutional and resource allocation model generated by the project, for the prevention, care, reparation and punishment of violence against girls, boys, adolescents and women, will have a significant contribution to target 5.3, reducing crimes of early forced girls unions, as well as exposure to early pregnancies. This will complement the State's efforts to empower adolescent girls, improve access to higher education, and guarantee the exercise of sexual and reproductive rights.

SDG 16 Peace, Security and Strong Institutions

Target 16.1: Reduce significantly all forms of violence and corresponding mortality rates worldwide

Target 16.2: Stop child abuse, exploitation, trafficking and all forms of violence and torture

Target 16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all

Logic of the proposal's impact: justice and the rule of law are essential for the development of people on an equal footing. However, access to justice is out of reach for too many people. This is especially revealing in situations with crimes such as violence against girls and women, constituting an emergency, where people's vulnerability to violence, including sexual violence, is increasing.

The Project will contribute to target 16.1 and all the indicators related to improving due diligence process standards, which will guarantee lower impunity as a result of the new institutional architecture that will address more efficiently the prevention, care, sanction and repair of all forms of violence. At the same time, the greater availability of disaggregated data will serve to improve strategic planning and decision-making processes. Regarding target 16.2, the project will contribute to national efforts to strengthen protection systems, aimed at eliminating abuse, exploitation, trafficking, and all forms of violence against children, adolescents, and women.

Finally, in relation to target 16.3, the Project will contribute to increase the proportion of cases of violence against children, adolescents and women, that follow due diligence processes, and obtain final sentence with compensation for damages.

To monitor progress on these three goals, six targets and their corresponding indicators, the following sources of information and methods of analysis have been identified.

Target	Indicators	Baseline data	Means of Verification
3.8 Achieve universal health coverage, including protection against financial risks, access to quality essential health services and access to safe, effective, affordable and quality medicines and vaccines for all	3.8.1 Coverage of essential health services	68	https://unstats.un.org/sdgs/indicators/database/

5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other forms of exploitation	5.2.1 Proportion of women and girls 15 years and older who have experienced physical, sexual or psychological violence by a current or former partner, in the last 12 months, based violence and age	44,4% (2016)	Survey on the Prevalence and Characteristics of Violence against Women Demographic and Health Survey
	5.2.2 Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner, in the previous 12 months, by age and place of occurrence	9% (2016) Data includes violence committed by the partner	Survey on the Prevalence and Characteristics of Violence against Women Demographic and Health Survey
5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	5.3.1 Proportion of women aged 20-24 years who were married or in a stable union before their 15th birthday and before their 18th birthday	3,2% before the age of 15 (2016) 21,7% before the age of 18 (2016)	EDSA 2016
16.1 Significantly reduce all forms of violence and related mortality rates worldwide	16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age	6,3	https://unstats.un.org/sdgs/indicators/database/
	16.1.3 Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months	No data	
16.2 Ending abuse, exploitation, trafficking and all forms of violence and torture against children	16.2.1 Proportion of children aged 1–17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month	No data	
	16.2.3 Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18	No data	
16.3 - Promoting the rule of law at the national and international levels and ensuring equal access to justice for all	16.3.1 Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms	No data	

Other SDG to which the proposal contributes:

- SDG 1 End poverty in all its forms everywhere
- SDG 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- SDG 10 Reduce inequality within and among countries
- SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable
- SDG 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development

1.3 Stakeholder mapping and target groups (max 2 pages)

A. National government institutions

Ministry of Planning for Development

The Ministry of Planning for Development is the governing body of the System of Integrated State Planning (SPIE). The SPIE includes short-, medium- and long-term planning instruments for the national and subnational levels, and it is the Ministry that establishes the operational guidelines for this system.

The Ministry of Planning for Development also has powers to monitor and evaluate projects and to coordinate financial and non-financial resources from international cooperation. In this regard, the Ministry is the official counterpart of the United Nations System within the framework of the UNDAF.

Finally, the Ministry of Planning for Development is also responsible for the implementation, monitoring and follow-up of Agenda 2030 in Bolivia.

Ministry of Economy and Public Finance - Vice Ministry of Budget

All the aspects related to the estimation of budgets, expenses and budget analysis that the Joint Programme entails will be developed in alliance with the Ministry of Economy and Public Finance, based on the work that both UNICEF and UN Women are already carrying out. In a first stage, the MEPF is expected to prepare an annual budget guidelines to define the allocation of public budget on women and child protection services as a priority, for both national and subnational levels. This implies to develop a budget classification for child protection services (care, prevention and prosecution) to be included in national and subnational governments within the elaboration of their short- and medium-term budgets.

This will allow having estimates of budgets and expenditures for violence against children and women in all the dependencies that make up the protection systems, both for women and children. From this, the MEPF is expected to develop cost-efficiency analyzes that allow sub-national governments to review their allocation of resources to improve the efficiency of services. These analyzes will allow the MEPF to develop budget guidelines that allow an implementation of the roles and functions of the child and women's protection system for the adequate and effective care and prevention of violence.

Ministry of Justice and Institutional Transparency - Vice Ministry of Equal Opportunities and Vice Ministry of Indigenous and Peasant Justice

As head of the children's sector, the Ministry of Justice has the role of surveillance and monitoring at the national and sub-national levels of the application of laws aimed at prohibiting violent behaviour against children and adolescents, mainly the Child and Adolescent Code. This implies a follow-up to the mandates defined by the Code for the subnational level in terms of the design of strategies and policies that provide attention and response to the problem of violence against child.

The Vice-Ministry of Indigenous and Peasant Justice is responsible for developing public policy guidelines for coordination between the ordinary justice system and indigenous justice within the framework of hierarchical legal equality through interjurisdictional dialogue.

In the first stage of the programme's implementation, the Ministry of Justice will have to compile and systematise quantitative and qualitative information on the situation of violence committed against children and adolescents, including a review of statistical information and the preparation of a mapping of existing actions, programmes and strategies of the public administration in the area of prevention and care of violence against children, with information provided by government agencies (including the judiciary and the Public Prosecutor's Office), as well as civil society.

At the same time, the Ministry of Justice will have the role of developing a critical path to follow up on the results of the implementation of the reforms or adjustments to budgetary regulations for the prevention and comprehensive care of violence against children that derive from the results and analyses developed in the framework of this proposal.

In its role as head of the justice sector in the country, the Ministry of Justice must generate mechanisms that allow for the adequate follow-up and judicialization of cases of violence committed against children, adolescents and women.

Ministry of Government - Vice Ministry of Citizen Security

The Vice-Ministry of Citizen Security has been assigned prevention responsibilities, based on actions at the national, departmental and municipal/local levels, in the reduction of violence. Based on the elements contained in the PDES 2016-2020, the focus of the area of citizen security with respect to the reduction of violence in the country is the "Reduction of crime and violence rates, and increase in the perception of security, emphasizing preventive actions, especially for the population of regions with higher criminal incidence and more vulnerable". For this reason, the concept of citizen security necessarily implies greater emphasis on the development of prevention and control tasks of the factors that generate violence and insecurity, than on merely repressive or reactive tasks in the face of faits accomplis.

For this reason, the Vice-Ministry has formulated the National Strategy for the Prevention of Violence against Children, Adolescents and Women from a citizen security perspective, in order to prevent, promote and protect the rights of these populations in the face of what is today the most critical social phenomenon and one of growing risk in Bolivia and the region. The strategy includes proposals that must be implemented at the national, departmental and municipal/local levels, from the government's institutional framework but also from the organized civil society dimension.

The Vice-Ministry also has the "Observatory of Violence" that generates data on incidents of violence at the national level. The Vice-Ministry has been a key ally in recent years in the advocacy and promotion of actions to prevent violence against children and women.

Ministry of the Presidency - Vice Ministry of Autonomy and Decentralization

These bodies will generate processes of reflection for the definition of the distribution and use of financial resources that a new proposal for fiscal responsibility entails, linked in the framework of the competencies that the sub-national level has in the care and response to violence against children and women. The Vice-Ministry of Autonomy and Decentralization has a vital role in the dialogue that is generated between the central and sub-national levels to reach these agreements on financing issues. This unit will lead the evaluation of the cost of competencies in relation to violence against children and women that fall to the subnational level.

In the case of a new fiscal pact, which defines the budgetary aspects, it will also have a fundamental role.

Ministry of Health

Coordination with the Ministry of Health and the Departmental Health Services will seek a quality response from health services to violence against women, children and adolescents, not only to ensure that victims have access to the highest attainable standard of health, but also because health personnel are likely to be the first professional point of contact.

The provision of health services to address violence includes sexual and reproductive health, which in turn includes maternal health, family planning, post-contraceptive care services (including emergency contraception), legal termination of pregnancy, sexually transmitted infections, HIV and AIDS, as well as mental health services to be provided by the government.

In this regard, the Ministry of Health is responsible for generating regulations and public policy, allocating budgets, training specialized personnel and providing supplies and inputs.

Plurinational Service for Women and Depatriarchalization

The Plurinational Women's Service (Ser Mujer) reports directly to the Special Cabinet to Combat Violence against Women and Children and was created in 2019 in response to the high rates of femicide.

Both Ser Mujer and the Cabinet are the mechanism for the advancement of women's rights and this year they have declared the National Alert for the increase of feminicides. Within the framework of its functions, it must follow up and monitor the entire policy and has a special interest in financing the policy for the advancement of women

In its supervisory role, this Service must ensure that the State, at its different levels, assumes the costs of the protection system, which involves prevention, care, punishment and repair.

Public Ministry

The purpose of the Public Prosecutor's Office is to carry out criminal investigations in order to defend the legality and general interests of society, to exercise public criminal action and to bring other actions, within the framework established by the Political Constitution of the State, in accordance with international treaties and conventions on human rights and the law.

Within the framework of its powers, the Office of the Attorney-General must institutionally and financially strengthen the specialized prosecutor's offices and the Forensic Research Institute (IDIF), as well as generate specialization processes for prosecutors and forensic scientists to provide care for women and girls who are victims of violence.

Judicial branch

The judicial body is a public body that has the power to administer justice with the same hierarchy as the native indigenous campesino justice.

Under the provisions of Act No. 348, the judiciary must have specialized courts for crimes of violence against women, as well as judges who are trained to judge from a gender perspective and with speedy access to justice for women and girls who are victims of violence.

Bolivian Police - Special Force to Combat Violence

The Special Force to Combat Violence (FELCV) is a specialized agency of the Bolivian Police responsible for prevention, assistance and investigation, identification and apprehension of those allegedly responsible for acts of violence against women and the family.

Under the provisions of Act No. 348, the FELCV must have specialized human resources in accordance with its Specialization Plan approved under DS 3834, as well as resources to carry out investigations of crimes of violence against women and girls.

It should also strengthen the Institute of Technical and Scientific Research of the Police University (IITCUP) with financial and technical resources for the investigation of offences under Act No. 348.

B. Municipal Association System

Federation of Municipal Associations (FAM) of Bolivia

In its role of representing the municipal autonomous governments before the public bodies of the Plurinational State of Bolivia and before other national institutions and programs, the role of the FAM in this program is primarily to establish a bridge of dialogue between the municipal governments and the national level in relation to the financing of the functions that the regulations define in relation to the care and prevention of violence against children and women.

In this way, the FAM will be the space and the platform for seeking the necessary consensus between the central and sub-national levels on the financing of the functions that concern their autonomy as established in the Law on Autonomy.

Association of Councilors of Bolivia

It has the function of promoting and encouraging women's political participation in decisionmaking spaces at the municipal level, enabling their empowerment and the incorporation of the gender perspective in municipal planning and development, which will make it possible to build an equitable society between men and women. It has developed actions to influence the fiscal pact and is a body responsible for bringing together women councillors for technical advice, training processes and, in coordination with civil society organizations, carries out public policy advocacy activities.

C. Sub-national governments (municipal and departmental)

According to the regulations in question, most and the main competencies in the area of violence against women and girls fall to the subnational level; municipal and departmental governments. The guidelines on financing and public management will lead to greater resources, a new supply of specialized services, a coordinated multi sectoral response and adjustments in management procedures that will have to be implemented at this subnational level, making this a key area and actor in the development of the proposed programme.

2. Programme Strategy

2.1. Overall strategy

The Joint Programme is based on the recognition that strengthening the services of the State protection system is key to protecting and restoring the rights of women, children and adolescents who are violated by violence. The strengthening of these services, distributed among the three levels of government, including the autonomous indigenous and native peasant communities, requires expanding and strengthening their financing and improving the efficiency of the management of the various functions involved in the institutional architecture for responding to and addressing violence against these populations.

Unlike other interventions aimed at the same problem from the standpoint of direct provision of physical infrastructure, financing of human resources or operating capital, this programme proposes that all these elements are the obligation of the State, so that United Nations assistance will focus on helping the State itself at its different levels to identify the needs and channels of financing as well as the challenges and alternatives for public management in order to provide services in accordance with national regulations and the commitments made at the international level.

The approach proposed by the programme has a dual attribute of scalability. Firstly, it is geographically scalable. Within the subject matter addressed, it is expected to generate policy guidelines and orientations that will have a scope at the level of all sub-national territorial entities, at the departmental and municipal level.

Secondly, scalability towards other sustainable development objectives. The programme proposes an in-depth analysis of the financial architecture of the system for prevention, care, reparation and punishment of violence against women, children and adolescents. This will require an analysis of current public investment, costs, management models, distribution of competencies among levels of government, their fiscal capacity, and the fiscal pact that distributes public resources, in order to make recommendations and advocate for change.

There are many areas of public policy in Bolivia that face similar problems and bottlenecks, which require an approach of this nature. For this reason, it is expected that this program will also provide an analysis and advocacy methodology that can be replicated in other SGD.

One of the main objectives of this program is to support the Bolivian State in the fulfillment of the SDG, with the premise that an adequate financial architecture and the implementation of more efficient management models are favorable conditions for accelerating this fulfillment and achieving a better situation by 2030.

In the case of this proposal, it focuses mainly on SDG 3: Health and Welfare, SDG 5: Gender Equality, and SDG 16: Peace, Justice, and Strong Institutions.

Given the comprehensive nature of Agenda 2030, if the levels of violence against children, adolescents and women are reduced, these results will positively impact other SDG, since conservative estimates of productivity wasted due to domestic violence range from 1.2% of GDP in Brazil and Tanzania to 2% of GDP in Chile. However, these figures do not include the costs associated with the long-term emotional impact and consequences on second generation health, food security, poverty and others. The impacts that this causes in the social and economic spheres affect the situation of children, women, communities and society as a whole. It is also an obstacle to national development and to the achievement of poverty reduction goals.

The United Nations system in Bolivia, through the three agencies participating in this proposal, has been working with the Bolivian State to reduce the levels of violence against children, adolescents and women. These issues are also regional and global priorities for these agencies. In this sense, this programme complements a joint work agenda where the agencies of the United Nations system contribute with their experience and technical assistance to the government in order to strengthen national capacities.

In the case of UNICEF, one of the components of its current Country Programme 2018-2022 is "All children are protected from violence and exploitation" and focuses on strengthening a protective environment in which children live free from violence, exploitation and unnecessary separation from their family and community. An environment where they can be reintegrated into society, where those in need have access to alternative care, and where laws, services, behaviours and practices minimize children's vulnerability, reduce risk factors and strengthen their resilience, including in emergencies.

On the other hand, UNICEF has a line of work in public finance for children that has developed a large number of methodologies, studies, analyses, case studies on financing for children's rights and others, from budget estimates to analyses on sustainability and fiscal spaces, effectiveness and quality of investment in children.

UN Women supports the Bolivian State in setting international standards to achieve gender equality and works with governments and civil society to create the laws, policies, programmes and services needed to ensure that the standards are effectively implemented and that they truly benefit women and girls around the world. It works globally to make the Sustainable Development Goals a reality for women and girls and promotes women's equal participation in all areas of life.

The entity focuses on five priority areas: increasing women's leadership and participation; ending violence against women; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting.

Within this framework, it has developed work actions in Bolivia both in national budgets for development and in the fight against violence against women and girls.

UNFPA has long experience working with the Bolivian State and its institutions to improve the care provided to victims of gender-based violence and to strengthen the chain of care of these State institutions, through the development of norms and procedures for the implementation of Law 348 (*Integral Law to guarantee women a life free of violence*), as well as the strengthening of capacities of health personnel, FELCV police, prosecutors, forensic experts, judges, in specialized care for women and girls who are victims of violence.

Additionally, since 2019, UNFPA is supporting three municipalities in the country in the implementation of the Essential Services Package for Women and Girls who suffer violence. This package has been constructed considering the obligations detailed in human rights instruments, international agreements and declarations, as well as policies that provide global norms and standards for violence care. In order to implement the package, we work with the health sector, justice sector, social services, community promoters and indigenous authorities in each prioritized municipality.

With civil society, UNFPA is working to strengthen the voice of indigenous and Afro-Bolivian women in the fulfillment of their human rights and the development of an enforceable agenda. The work carried out with the actors is part of the regulatory framework of the Montevideo Consensus, the Puebla agreements, and at the national level, the Depatriarchalization Agenda and Law 348.

Violence against women and children is a priority on the national public agenda. In its Economic and Social Development Plan 2016-2020, this issue is addressed in Pillar 1: Eradication of poverty, which establishes the eradication of social poverty, all forms of exploitation, discrimination and racism, as well as the eradication of spiritual poverty and the construction of the integral human being. Also in Pillar 11: Sovereignty and transparency in public management, which includes the goal of *Citizen Security for a life without violence*.

The UNDAF reflects these national priorities in its Priority Area 3: Public Management and Plural Justice and in its Priority Area 4: Interculturality, Decolonization and Depatriarchy.

In the last two years, the Government of Bolivia has made progress in creating instruments and institutions to strengthen State action on the issue of violence against children and women. In November 2018, then-President Evo Morales created a special cabinet to combat violence against women and children, composed of seven ministries. In March 2019, the work of the Plurinational Service for Women and Depatriarchy (SERPMUD) officially began. In the same year, within the framework of the new Fiscal Management Model, the specialized Prosecutor's Offices of Crimes against Life, Gender Crimes and Sexual Violence were created.

In September 2019, the government approved a Supreme Decree making compulsory for all civil servants and staff of public institutions to pass a course on prevention of violence,

which aims at changing beliefs and attitudes at the cause of gender discrimination and violence against children and women.

In December 2019, the President Jeanine Añez approved a 5-year National Strategy to Prevent Violence Against Children and Women and asked relevant ministries to take immediate action to implement it, establishing a steering committee with three national vice ministries: Equal Opportunities (Ministry of Justice), Citizen Security (Ministry of Government) and Autonomies and Decentralization (Ministry of the Presidency). The strategy instructs to integrate prevention interventions into the sub-national planning process and to build on existing programs and resources.

The proposed Joint Programme is consistent and aligned with the Government's agenda in this area, particularly with the implementation of the national strategy for the prevention of violence against children and women. For this reason, the programme will be implemented in close coordination with the Ministry of Development Planning, in its role as leader of the State's integrated planning system; the Ministry of the Economy and Public Finance, given the content related to fiscal and budgetary aspects; and the three Vice-Ministries that make up the steering committee for the implementation of the national strategy. This will not only allow the government's leadership in the program's activities but also its sustainability once the program is concluded.

The strengthening of the management of public entities that make up the systems for the protection of violence against children and women should be pursued by the State. The state should create public policies that integrate training, evaluation and accountability in relation to new and increased budgets that are allocated to improve institutional response.

In order to consolidate the strengthening of public management resulting from the implementation of the programme, the results of the guidelines that emanate from its implementation should be complemented with comprehensive training programmes for the professionalization and certification of personnel who care for children and women in various areas related to the response to situations of violence.

The proposal starts from the recognition that the gaps in the care and prevention of cases of violence against children and women arise from the lack of adequate financial resources and, in many cases, from an inefficient use of them in municipalities or states that have already high financial allocations towards the subject.

The program aims to identify the most common technical and administrative inefficiencies that exist in the use of resources aimed at responding to and preventing violence against women and children at the subnational level, and to produce technical guidelines that make spending towards this problem more efficient.

The application of the technical guidelines that will be produced under the implementation of this programme, both in relation to the real financing needs and to a more efficient administration of these resources, will lead to a better performance of the institutions in their roles within the protection system against violence against children and women, due to the efficiency gains that will be generated from this application.

The efficiency gains will arise from the review of the care and prevention processes in each of the public entities that are part of the protection system, and from the definition and

application of management standards that allow these processes to be optimized in the subnational governments. These efficiency gains will allow financing more specialized personnel in the different stages of care and prevention of violence in the local systems.

These efficiency gains and savings will, for example, allow more professionals to carry out monitoring of episodes of violence, more professionals in the legal area to promote the appropriate punishment of offenders against children and women, among others.

2.2 Theory of Change

Despite the significant normative advances in Bolivia, particularly with Laws 348 (Integral Law to guarantee women a life free from violence), 548 (Code for Children and Adolescents) and 1173 (Law of Criminal Procedure and Strengthening of the Integral Fight against Violence against Children, Adolescents and Women); and the aforementioned institutional advances to prioritize policies for the prevention and attention of violence against children and women, the levels of violence against these populations continue to be high and alarming. The problems that persist include inadequate implementation of laws; impunity of those who perpetrate all forms of gender-based violence, including femicide; weak policies and programmes; insufficient monitoring and evaluation systems for the impact caused; and lack of coordination among the various actors.

Several studies show that one of the structural problems is related to the poor allocation of resources to the system for the protection and care of violence against children and women. The low allocation of public budgets at both national and sub-national levels **[a]** becomes a barrier to the implementation of public policies related to violence. For example, funding for the child protection system at the municipal level is negligible; on average, the Offices of the Ombudsman for Children and Adolescents receive 0.56% of the municipal budget, the equivalent of US\$2 per child per year.

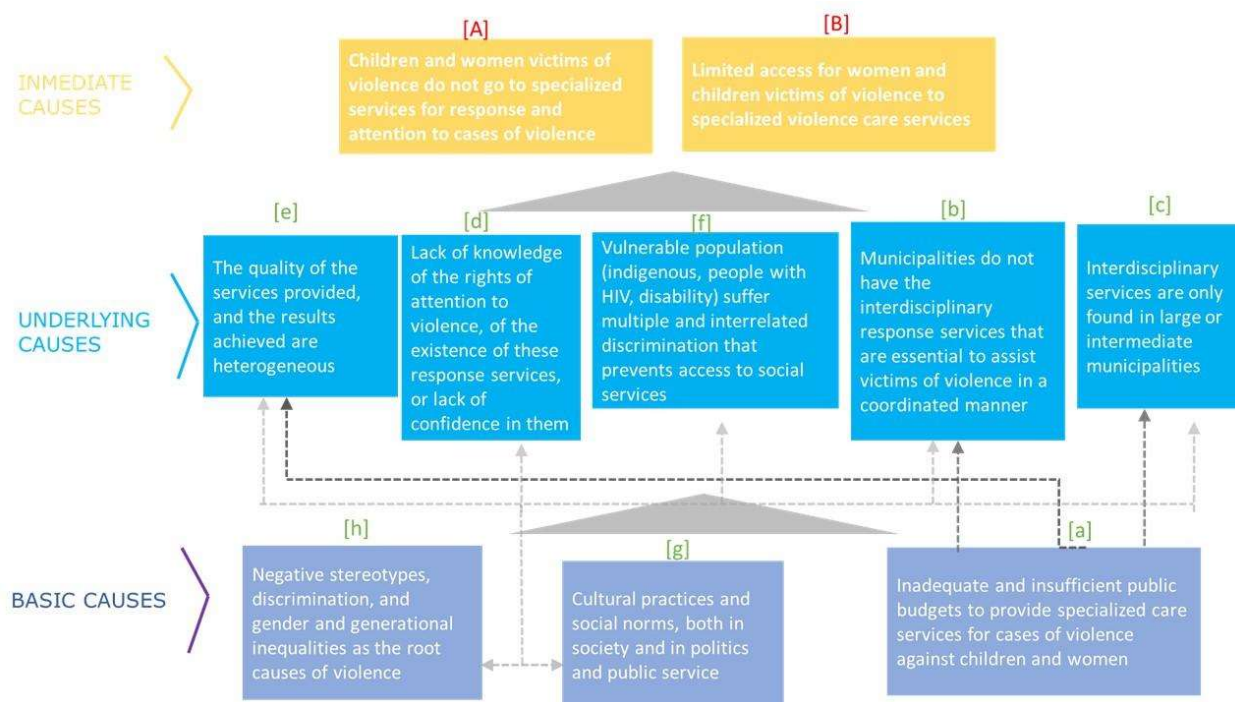
Inadequate budget allocation then manifests itself in a set of institutional weaknesses. Generally, **[b]** municipalities do not have the interdisciplinary services that are essential to assist survivors of violence (such as health, police, justice and social services) in a coordinated manner. Sometimes, **[c]** they are only available in capital cities or urban areas, and therefore have limited access to women and children who need them in dispersed/rural municipalities. Even where these services have been established, **[d]** survivors are not aware of their existence or their right to access them, or they do not trust the resolution of cases. Furthermore, **[e]** as quality and regularity is heterogeneous across municipalities, **[f]** accessibility is more limited for adolescents, women with children and women or girls who suffer multiple and interrelated forms of discrimination, such as those belonging to indigenous communities or migrant groups, those living with HIV and those with disabilities.

Another cultural challenge in the fight to eliminate and prevent violence remains customs and behaviors, including those of policymakers, decision makers, service providers (health workers or police), and community leaders, which perpetuate negative stereotypes, discrimination, and gender and generational inequality as root causes of violence. Addressing this problem, including structural causes, is at the heart of preventive work.

All of these factors affect the access of women and children who are victims of violence, both from a demand perspective **[A]** (they do not use specialized services to respond to and

care for violent events) and from the supply side, since **[B]** access for women and children to these specialized services is limited.

Figure 1: Concept map of the causes of violence against children and women



Laws and policies provide a comprehensive framework for addressing violence against women, but they need to be complemented by an appropriate funding strategy. Violence against women and children is a complex phenomenon. It therefore requires mutually reinforcing interventions to achieve transformative changes in society by addressing the root and structural causes of violence.

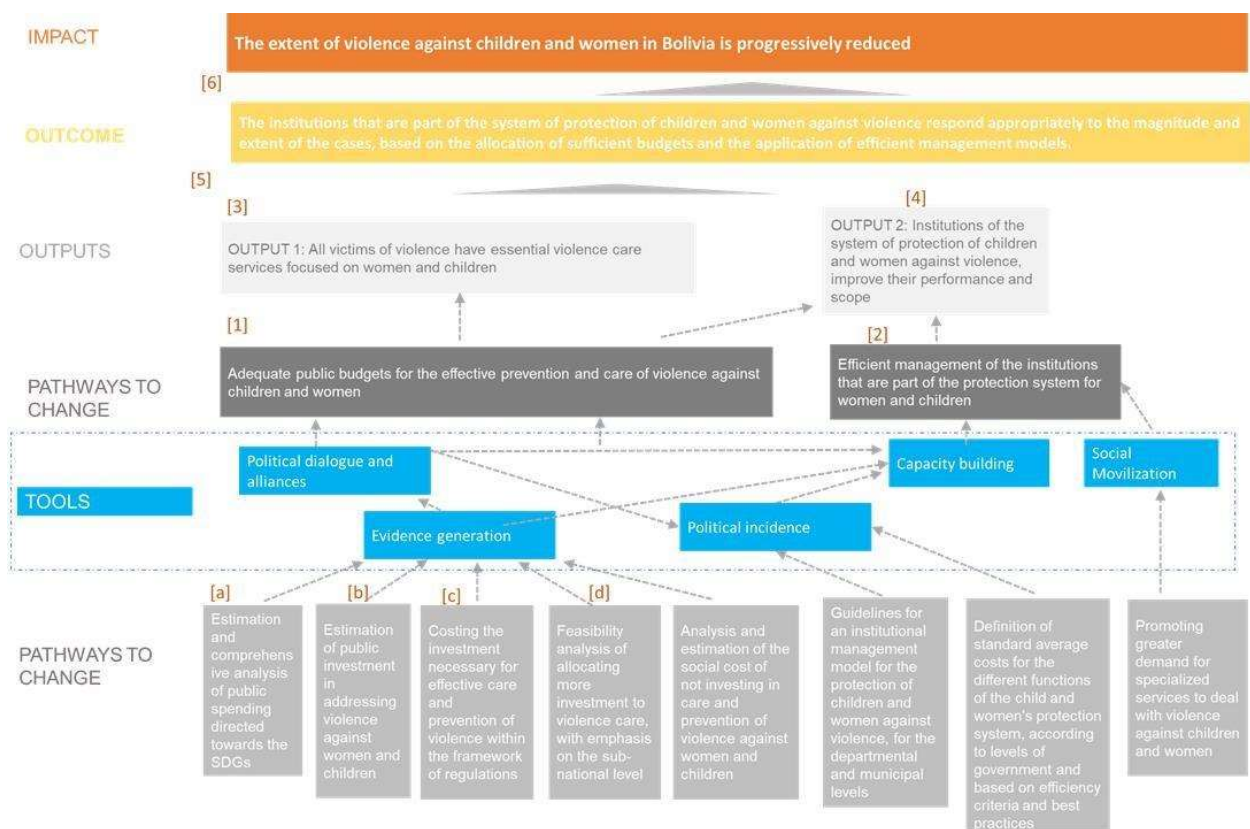
Prevention of violence against women and children is closely linked to services/responses that address violence against these populations. Awareness campaigns result in **[I]** increased demand for support from services that have no national presence. For example, the Special Force for the Fight against Violence (FELCV) has 29% coverage at the national level, the Specialized Prosecutor's Offices only operate in the capital cities and in some intermediate municipalities, the Forensic Research Institute is located in 3 capital cities.

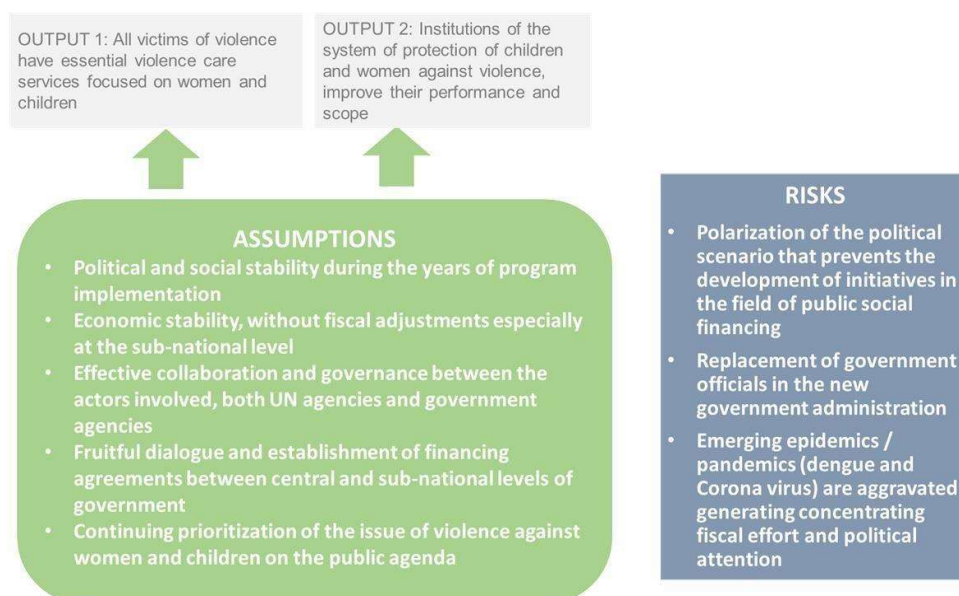
All survivors should have access to quality essential services focused on women and children

[II]. This would ensure assistance and protection to prevent the recurrence of violence. All newly enacted legislation against violence will take place through a gender and generational enabling environment (in legislation, policy and fiscal space). The review of laws will not only involve the enactment of new laws, but also an analysis of costing and funding sources. The national situation analysis on structural barriers to women's and children's access to justice will inform policy design and implementation. A unified approach to budgeting and monitoring will be promoted through an agreed set of gender indicators, an estimate of public investment in prevention and care of violence against children and women will be estimated.

The Theory of Change that frames the present proposal establishes that, if **[1]** public budgets are sensitive to gender and generational differences with adequate amounts for the prevention, care and punishment of violence against children and women; and **[2]** a change oriented towards improving the institutional management of the institutions that make up the protection system takes place; **[3]** then all victims of violence have access to essential quality services that are sufficient to address the challenge; **[4]** the institutions of the system for the protection of violence against children and women improve their performance and scope, and the systems and capacities for addressing violence against women and children are more efficient. This **[5]** is expected to result in State institutions responding adequately to the magnitude and scope of the problem of violence against women and children, based on the allocation of sufficient budgets to the institutions that make up the care and response ecosystem and the application of efficient management models.

Figure 2: Theory of Change





As illustrated in Figure 2, achieving both Outputs requires several assumptions to be met. In order to achieve the programme's Outcome, that the institutions of the system of protection of children and women against violence respond appropriately to the magnitude and extent of violence, it is assumed that the future institutional offer optimized based on best management practices and budgets adequate, is sufficient to respond to the magnitude of the problem, and thus translates into lower levels of violence against these populations.

2.3 Expected results by outcome and outputs

JP's Outcome and Outputs

The outcome of the programme is that by 2022, State institutions at all three levels of government will respond adequately to the magnitude and extent of the problem of violence against children and women, based on the allocation of sufficient budgets to the institutions that make up the care and response ecosystem and the application of efficient management models within them.

To achieve this result, the need has been identified to promote institutional changes in two dimensions of the system for the protection of children and women, the budgetary sphere and the institutional organization of this system. These two areas are reflected in the two Outputs proposed in the programme, although the two dimensions are intrinsically linked. Financial aspects in many cases shape or restrict the way the system organizes and implements its activities, while the system's functional structure and management modalities, as well as its performance, have direct budgetary implications, both in terms of resource requirements and the effects of possible management inefficiencies.

The program's outputs are then focused on generating strategic and operational guidelines regarding budget management and institutional management models, so that the State can strengthen the financing framework and management of the system of protection against violence against children and women and its various components.

Output 1: All victims of violence have essential violence care services focused on women and children

This output is the first pillar of the program. Its objective is to generate technical and budgetary guidelines on vertical (between levels of government) and horizontal distribution (between Governorates or between Municipalities) of fiscal resources among the different institutional entities of the public sector that have roles and functions in the prevention, care and punishment of violence against children and women.

The financing architecture of the system for the prevention and care of violence against children and women is influenced by two structural institutional arrangements of the Bolivian State. On the one hand, the current regulations establishing the policy against violence establish a set of competencies for the different levels of government, distributing operational and budgetary responsibilities. On the other hand, there is a fiscal pact in Bolivia that establishes the distribution of fiscal resources among levels of government, which is further complemented by the system of administration and financial management led by the Ministry of Economy and Public Finance. Thus, public investment in violence prevention and care is ultimately the product of the decisions of a wide range of actors, within the framework of the above-mentioned institutional arrangements.

The success of the programme will be in influencing decision-making at all three levels of government, which in some cases will require the modification of key instruments of the institutional arrangements that regulate these decisions.

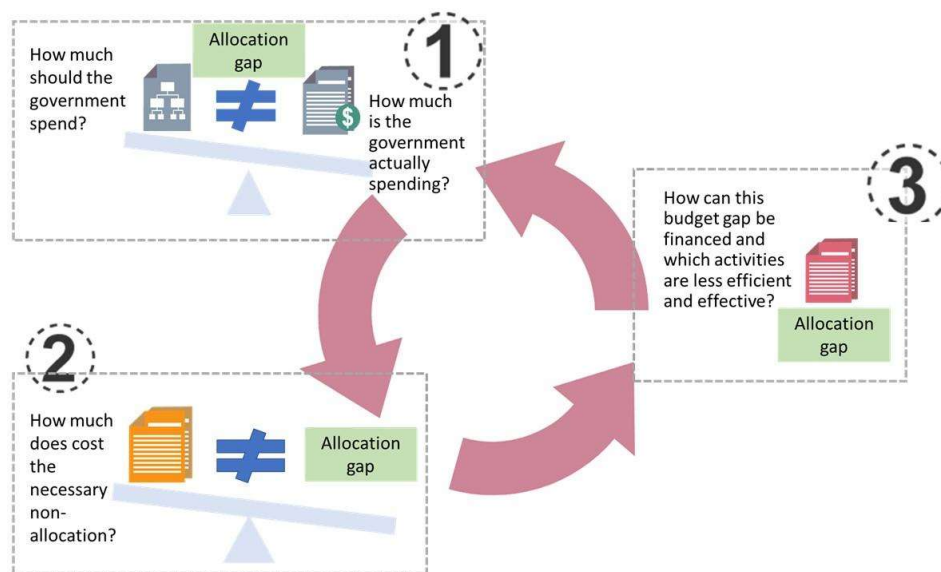
A first step in this objective will be to develop a set of evidence that will allow a thorough understanding of this funding structure and will also constitute an advocacy tool. This evidence base will consist of the following studies:

- a) A comprehensive estimate and analysis of the public budget aimed at the different Sustainable Development Goals that allows for a better understanding of the structure of public expenditure and its alignment with the fulfilment of Agenda 2030.
- b) An estimate of public investment in prevention, care, punishment and reparation for violence against children and women, for the three levels of government.
- c) A costing of the institutional response for prevention, care and, punishment and reparation of violence against children and women according to the competencies defined in the framework of Laws 348 (Integral Law to Guarantee Women a Life Free from Violence) and), 548 (Children and Adolescents Code) and 1173 (Law on the Abolition of Criminal Procedure and the Strengthening of the Comprehensive Fight against Violence against Children, Adolescents and Women). This study seeks to quantify the resources needed for the operation of services for the protection of violence against children and women at the different levels of government, and to define standard average costs for the different functions of the system according to levels of government, based on criteria of efficiency and best practices.
- d) Based on the gap identified in the comparison of studies (b) and (c), an analysis of the feasibility of financing and sustainability of the investment needed at the three levels of government to address and prevent violence against children and

women. This study will focus on the distribution of competencies and fiscal capacities of each level of government.

- e) Analysis and estimation of the social cost of not investing in prevention and care of violence against children and women. This study complements the budgetary approach by attempting to demonstrate the relevance and efficiency of investment in prevention, care and reparation of violence.

The evidence will provide a measure of the effort that the country needs to make to provide the institutional structure (infrastructure, personnel and equipment) necessary to prevent and address violence against children and women within the framework of existing regulations and what the cost is for the country of not taking action on this issue. The contrast between the two is the main argument to support and advocate for the need to improve the allocation of resources (both in quantity and distribution) to this problem. The logic of their interrelationship is shown in the following graph:



The generation of evidence will be the basis on which the second stage of this Output will be developed, the implementation of an advocacy strategy to achieve an adequate allocation of public budgets for the prevention and care of violence against children and women. Advocacy for budget allocation will be accompanied by a series of recommendations for the improvement of essential services based on international human rights standards. The results of these studies will be mobilized with the different areas of government with competence in the areas of budget (Ministry of the Economy and Public Finance), planning (Ministry of Development Planning), sub-national autonomies (Ministry of the Presidency) and policy on care and prevention of violence against women and children (Ministry of Government, Ministry of Justice and Institutional Transparency, Judicial Branch, Ministry of Health, Public Prosecutor's Office, Bolivian Police Force (FELCV)), in order to ensure the appropriation of the evidence and recommendations developed.

Output 2: Institutions of the system of protection of violence against children and women improve their performance and scope

The effective implementation of the comprehensive protection system for women and children is not only subject to the allocation of resources, but also depends on efficient management based on coordination and articulation of the functions carried out by the institutions that make up the system. Within this logic, the programme includes a second output aimed at generating guidelines to improve the public management of the protection system for the care of violence against children and women.

To achieve these results, the Output is organized into two main activities. The first is the construction of models for functional structure and institutional management at the departmental and municipal level of the system for the protection of children and women, such as: the proportion of judges, specialized courts, municipal comprehensive legal services units (SLIM), ombudsmen for children and adolescents (DNA), specialized prosecutors, forensic experts and specialized police by number of inhabitants; average distance to the nearest court; access to legal assistance, according to sex, age and income; improvement of the resolution capacity of health facilities to deal with cases of violence. The institutional management model focuses on subnational levels of government because that is where services are implemented in the distribution of competencies. Moreover, given that there are nine governorates and more than 300 municipalities, the implementation of these services is diverse, resulting in efficiency improvements.

The second activity refers to the technical accompaniment of sub-national governments (governments and municipalities) in the implementation of these recommendations. To do this, it will be necessary to work with national coordination bodies (Ministries) to draw up specific guidelines for their areas of intervention; with the institutions of the associative system that brings together sub-national governments; and with sub-national governments directly through planning tools.

In reviewing these activities, the links between the two Outputs are again evident, as the budgetary and management aspects act as two pillars of the overall strategy. The costing of the protection system (c) defined in Output 1 will require the definition of management models for Output 2. Similarly, recommendations for the modification or adaptation of management models should be accompanied by budgetary guidelines and directives that make these models possible.

The sustainability of the program's results also depends on the involvement of government partners at different levels and the municipal associative system. Although there are expected results during the implementation of the programme, and modifications in institutional and budgetary instruments that today act as bottlenecks and restrictions for an efficient implementation of the protection system for children and women, the programme has a strong public capacity building component that aims not only to maintain but also to deepen the proposed changes, since the real impact in this area of action will be seen in the long term.

In the post-programme scenario, it is expected that actors who make budgetary decisions in the area of anti-violence policies will have regular information on this investment, as well as the effects of its vertical and horizontal distribution. In addition, these actors, particularly

sub-national governments, will have a set of recommendations on how to improve the institutional structure and management of the protection system. Ideally, there will be cases of some of these modifications being implemented, and they will have developed standards for evaluating aspects of efficiency in resource allocation and management, allowing them to enter a cycle of continuous improvement.

If the programme is effective in achieving its results, by 2022 the State institutions at its three levels of government will have improved the allocation of budgets to the institutions that make up the system of care and response to violence against children and women, while in this system substantive improvements will have been implemented in their structures and management models. In this way, the State will be responding adequately and more efficiently to the problem of violence. For this same reason, children, adolescents and women who are victims of violence in Bolivia, regardless of their place of residence, ethnicity or social stratum, will have access to adequate care by professional and interdisciplinary teams. With these achievements, plus an intensification of prevention activities based on more efficient budget allocation, it is hoped to contribute to the progressive reduction of the spread of violence against children and women in Bolivia.

Institutionally, the leadership, accountability and participation of the different actors is detailed for each activity through the following matrix.

Output	Activity	PUNO	Partners
Output 1: All victims of violence have essential violence care services focused on women and children	Develop a set of evidence that allows an in-depth understanding of the financing structure on violence against children and women	Lead: UNICEF Other PUNO: UN Women, UNFPA	Lead: Ministry of Economy and Public Finance Other relevant partners: <ul style="list-style-type: none"> Judicial Authority Ministry of Justice Ministry of Health Public ministry Police (FELCV) FAM ACOBOL Sub-national governments
	Advocacy strategy to achieve an adequate allocation of public budgets for the prevention and care of violence against children and women	Lead: UNICEF, ONU Women and UNFPA co led by	Lead: Ministry of Economy and Public Finance Other relevant partners: <ul style="list-style-type: none"> Judicial authority Ministry of Justice Plurinational Service for Women and Depatriarcalization Ministry of the Presidency Ministry of Government Ministry of Health Public Ministry Police (FELCV) FAM ACOBOL Sub-national governments
Output 2: Institutions of the system of protection of violence against children and women improve their performance and scope	Preparation of model models of functional structure and institutional management of the child and women's protection system for the departmental and municipal level	Lead: UN Women Co-led by UNFPA	<ul style="list-style-type: none"> Judicial authority Ministry of Justice Plurinational Service for Women and Depatriarcalization Ministry of the Presidency Ministry of Government Ministry of Health Public Ministry Police - FELCV FAM ACOBOL Sub-national governments
	Technical support to sub-national governments in the implementation of the recommendations arising from the analysis	Lead: UNFPA Other PUNO: UN Women, UNICEF	<ul style="list-style-type: none"> Sub-national governments FAM ACOBOL

2.4 Budget and value for money

The proposed Joint Programme aims to improve the system of prevention, care and punishment of violence against children and women, based on a diagnosis that one of its structural problems is the inadequate allocation of resources. This allocation may present various problems. Firstly, the total resources that the State at its different levels allocates to

the protection system may be insufficient to provide the necessary services. Secondly, even when total resources are adequate, there may be a problem in vertical (between levels of government) or horizontal (between Governorates or between Municipalities) distribution. Finally, in addition to these problems, or even in their absence, the difficulty may be that allocation may be inefficient, for example allocation between prevention and care areas, or allocation to inappropriate management models.

The program strategy to achieve better financial allocation has the characteristic of being comprehensive and exhaustive. In other words, it seeks to work with the different actors involved by promoting changes in the structural institutional arrangements that condition budgetary decision-making within this protection system. Institutional arrangements such as the financial administration system, the distribution of competencies among levels of government, public planning instruments, or the fiscal pact.

There are other ways to attack these problems. Once some of the problems described above regarding resource allocation have been identified, the alternative could be to try to solve them directly, for example by financing missing human resources in some institution of the protection system, supporting infrastructure or equipment aspects of these institutions with financial resources, promoting institutional diagnoses or even supporting planning and management processes through consultants.

The difference between the two approaches could be summarized in the temporality and scale of the expected impact. The second alternative is effective in the short term but given the availability of resources it is necessarily limited, either geographically or because it is implemented on specific institutions within the system. With the same resources, the activities of the proposed program aim to impact the entire system, although with a longer time frame, given that the results will be mediated by the actions of the different actors in the system, particularly those with steering or regulatory functions.

The second difference that strengthens the cost-effectiveness of the proposed program is its potential for sustainability. While the direct implementation alternative is usually exhausted along with the resources foreseen for the project, this program is based on modifying institutional aspects of the financing structure of the protection system to allow the sustainability of its results beyond the end of its activities.

The purpose of the programme is to define technical guidelines for financing effective care, prevention and prosecution of violence against children and women, which will take the form of decrees or regulatory provisions. However, the sustainability of the proposal depends on the agreement of the entities with functions to address and prevent violence, particularly those at the subnational level. Thus, a central element in the sustainability of the proposal is the consensus with the subnational levels on these definitions of these budgetary guidelines.

The subnational level should see how the improvement in the provision of services to the population in relation to violence against women and children generates value to its territory. In this way, the sustainability of the program is based on the achievement of an agreement at the State level that allows for the provision of sufficient resources and clear fiscal rules for the subnational levels, which will in turn imply a reduction of the current vertical and horizontal imbalances that are present in the country in the financing of this problem.

2.5 Partnerships and stakeholder engagement

Although the programme and its associated products will have technical leadership from the agencies of the United Nations system, the participation and ownership of government institutions in its different levels will be a necessary condition for the success of the programme and the sustainability of its results. Likewise, there are specific products of the strategy that can only be developed by the State, such as budgetary and planning guidelines to promote the expected changes in the violence prevention and care system.

Given its articulating role and competencies in the state's integrated planning system, the Ministry of Planning for Development will be a key body for the overall coordination of this project between the United Nations system and government institutions, with which work will be carried out according to their competence and specialization.

In particular, the Ministry of Economy and Public Finance will play a key role in all budgetary analysis. It is the custodian of budgetary information and manages the State's financial system. The programme is expected to impact on modifications to budget classifications, as well as annual guidelines for sub-national governments. The MEPF is also a key actor in the discussion of the fiscal pact.

Other national government agencies are sector heads for different areas of the child and women's protection system, with powers of governance and regulation of the system. The leadership is held by the Ministry of Justice, the Ministry of Government and the Judiciary branch, and there are key interventions by social ministries such as Education and Health. In the evidence generation and analysis stage of the management models, these agencies should be consulted to identify the costs of defining the management models. At the implementation stage, they should play a leading role in including the recommendations in the planning guidelines they produce for the different levels of the system.

Regarding the discussion of competencies and fiscal capacities of the sub-national governments, the Vice-Ministry of Autonomies and Decentralization, the entities of the municipal associative system and the departmental and municipal governments themselves take the lead. They should be part of this dialogue that will allow progress towards a revision of the institutional arrangements. The associative system will also be key in accompanying the implementation of the recommendations through guidelines and technical assistance in planning and budgeting.

As already mentioned, the programme complements a longstanding work of the UN agencies involved in the proposal with government entities and the municipal associative system. In this sense, the programme will have as an additional result the strengthening of these alliances, as well as the generation of synergies with the United Nations system.

3. PROGRAMME IMPLEMENTATION

3.1 Governance and implementation arrangements

The three United Nations Agencies (PUNOs) that are part of this Joint Programme will assume responsibility for the different results and products expected, carrying out activities linked to their capacities, ensuring effectiveness and efficiency in the use of financial resources.

In addition, in order to always maintain transparent and participatory decision-making, the project will have a monitoring body called the Project Board, which will meet at least twice a year.

It will also have an implementation body called the Technical Committee, which will meet at least four times a year with the purpose of analyzing the progress of the project, systematizing decisions, transparency and the resolution of problems related to its implementation.

The implementation of the project will be permanently subject to the supervision of the Project Board, detailed below. The coordination, administration, evaluation and monitoring of the project will be carried out by the Technical Committee, as detailed below.

Given the importance of the participation of public institutions in the implementation of the proposal, a Decision-Making Committee is also established as a joint body made up of the state institutions and the United Nations agencies that are part of the proposal.

Project Organizational Structure

The Project Board is a monitoring body that meets at least twice a year and is composed of:

- The Coordination Officer, Strategic Planning and RCO Team Leader;
- The UNICEF Head of Social Policy
- The UN Women Programme Officer
- The UNFPA Deputy Representative

Its main functions are:

- To monitor the fulfillment of the objectives and results of the project;
- Establish, focus or redesign the project strategy;
- Analyze or, if necessary, resolve issues related to the progress of project activities, in order to follow up on the work plan and meet performance indicators;
- Monitor the status of the budget, as well as the timely provision of financial, human and technical inputs for the fulfillment of the work plan
- Establish its calendar of ordinary meetings, as well as agree on any extraordinary meetings that may be necessary in order to consider the project's proposals and progress;

- Carry out an analysis at least once a year, with the objective of substantially evaluating the project document.
- Identify the political dialogue necessary to carry out the project.
- Report to government counterparts on the project's progress and results.

The Technical Committee is the implementing body of the project. It will meet at least four times a year and is composed of:

- UNICEF's Social Policy Specialist
- UNICEF Child Protection Officer
- UN Women's EAW Programme Manager
- The UNFPA Programme Officer for Gender, Interculturality and Rights
- The UNFPA M&E Programme Analyst

Its main functions are:

- To review and evaluate the progress in the activities and fulfillment of the objectives of the Project from the information of the areas and personnel involved.
- Prepare and monitor compliance with work plans (annual and quarterly),
- Review the progress of the outputs and indicators committed to the project results.
- Prepare the technical and administrative documentation of the project,
- Prepare technical, financial and progress reports (quarterly, annual and final),
- Coordinate the tasks of evaluation, monitoring and follow-up of the activities, products and results committed to the project.
- Inform the Project Board about the progress of the project activities, problems and possible solutions adopted and/or recommendations suggested for the achievement of the objectives and results,
- Prepare and present a project status report at the Project Board meeting(s),
- Identify barriers or adjustment needs in planning
- Acting as technical secretary of the Project Board.

The Decision-Making Committee, a joint body made up of the state institutions and the United Nations agencies, will be made up of:

- Technical Committee (one representative per agency)
- Representative of the Ministry of Planning for Development
- Representative of the Ministry of Economy and Public Finance
- Representative of the Ministry of Justice and Institutional Transparency

The Committee will require the presence of the government representatives of the three institutions that make up the Committee. However, at the Committee's discretion, representatives of other institutions involved, such as the Ministry of Government, the Ministry of the Presidency, the Plurinational Service for Women, the Ministry of Health, the Public Prosecutor's Office, the judiciary and the Bolivian police, as well as representatives of the municipal associative system, may be invited to participate.

The Decision-Making Committee will meet twice a year to learn about the project's progress and barriers, as well as any adjustments made to planning. Its role will be to assist in the implementation phase.

Organization chart



Administrative arrangements

Everything related to the management of the project will be done in accordance with the guidelines and regulations of each of the PUNOs.

For the administration of the resources, UNICEF, UN Women and UNFPA, will make their installed capacity available to the project, guaranteeing transparency and agility in the exercise of the resources. The budget and the results framework are specified in the annexes to this document. If there are any modifications to this section, they must be submitted to the members of the Project Board for their consideration and approval.

Communication and dissemination

The agencies that are part of this programme promote the dissemination of those experiences and lessons learned from the project, so that they can be shared within the countries and with the rest of the international community to help their people build a better life.

Therefore, the agencies will promote the systematization of experiences and the dissemination of the products that emerge from the framework of this project as a transversal activity to the achievement of its results. These activities will be contemplated in the project's Annual Work Plan and a percentage of its budget will be allocated for this purpose.

The Project Board will define the communication strategy and will revise it periodically to promote the visibility of the lessons learned and good practices used in the implementation of the project activities. The Project Board shall also determine adjustments to the project budget to meet this objective.

As part of the communication strategy, a project kick-off workshop is planned with key stakeholders to raise awareness of the project's scope and its linkage to other programmes. Likewise, once the first half of the project has been completed, a series of activities will be carried out to disseminate the progress made to date.

Similarly, the three agencies will participate in a coordinated manner in the promotion of these results, taking advantage of the United Nations dissemination spaces, events related to the project and other spaces of common interest.

3.2 Monitoring, reporting, and evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme¹; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Joint programme will allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

¹ This will be the basis for release of funding for the second year of implementation.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After completion of a joint programme, a final, *independent and gender-responsive*² evaluation will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

As it is presented in section 2.3 for each one of the Outputs of the program, implementation activities and the corresponding government partners have been defined, distinguishing them between leads and other relevant ones. Also, for each of these activities, the PUNO that will lead and coordinate the development of the activity has been defined, as well as the other participating PUNOs.

Following the structure of the programme, it is planned to define goals and indicators for the implementation and fulfillment of each of these activities, which will be structured in a dashboard matrix that will be permanently updated by the accountable PUNO. The different participants in the programme, both PUNO and government entities, will have permanent access to this matrix.

² [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

Each of the PUNOs will be accountable for the monitoring and follow-up of the activities in which he is defined as Lead and will participate in the evaluation of those other activities in which he does not fulfill the role of leader. To develop the monitoring and follow-up of the activities, the lead PUNO will be in charge of the systematization of the pertinent information and of the indicators for this purpose, which will be uploaded to the dashboard so that they are available to all program participants.

The evaluation of each one of the Outputs will be carried out in a twice-yearly basis. Within this period, each agency will present to the other agencies and to the representatives of the government's allies, the progress and results achieved from the activities it leads. In these spaces, the role of each of the PUNOs will be to discuss progress as a look towards achieving the overall goals of the programme.

3.3 Accountability, financial management, and public disclosure

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

3.4 Legal context

Agency name: UNICEF
Agreement title: Country programme document - Plurinational State of Bolivia
Agreement date: 25 Jul 2017

Agency name: UN Women - UNDP
Agreement title: Country programme document - Plurinational State of Bolivia
Agreement date: 11 Jul 2017 UN Women works with UNDP CPD.

Agency name: UNFPA
Agreement title: Country programme document - Plurinational State of Bolivia
Agreement date: 03 Jul 2017

Annex 1. List of related initiatives

Complete the table below

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contact person (name and email)
Public finance for children in Bolivia	Estimation of public expenditure on children at both national and subnational level with disaggregation by children's right and age group.	UNICEF has worked with the Ministry of Economy and Public Finance on developing a methodology to align public budget with children's rights. One of these rights is child protection.	UNICEF	Ministry of Economy and Public Finance, National Assembly, Bolivian Association of Women Councillors (ACOBOL)	USD 200,000 (UNICEF Regular Resources and Thematic Funds 2018-2020)	Alejandro Vera avera@unicef.org
Cost estimation of public response to violence against children	Cost estimation of the needed public budget to implement the child protection system according to the national legislation	This study and its methodology will be an input for the broad study on cost estimation proposed in the joint programme	UNICEF	Ministry of Economy and Public Finance	USD 48,000 (UNICEF Regular Resources and Thematic Funds 2018)	Alejandro Vera avera@unicef.org
Toolkit for subnational planning with a child perspective	A toolbox of technical guidelines to include a child perspective in the short- and medium-term planning at the subnational level	The set of guidelines for planning at subnational level could be used as a framework to include recommendations from the joint programme	UNICEF	Ministry of Planning, Federation of Municipal Associations (FAM) and ACOBOL	USD 80,000 (UNICEF Regular Resources and Thematic Funds 2019-2020)	Alejandro Vera avera@unicef.org
Comprehensive attention to gender violence with emphasis on sexual violence	Strengthening the capacities of the institutions in the chain of care for the comprehensive response to cases of violence against women: prosecutors' school, judges' school, forensic investigations institute, technical investigations institute, police university scientist, group of instructors specialized in the FELCV and health personnel with skills for the implementation of the comprehensive care model for victims of sexual violence	Experience in institutional management and development of specialized tools for the implementation of national regulations for dealing with violence, incorporating international human rights and gender standards	UNFPA	Ministry of Justice, Ministry of Health, Public Ministry, National Prosecutor, Subnational Governments, CSO's Comunidad de Derechos Humanos National Police	USD 450,000 Sweden and Switzerland Funds (2017-2020)	Mónica Yaksic yaksic@unfpa.org Rolando Pardo rpardo@unfpa.org
Public finance for women in Bolivia	Systematization of the analysis categories and the orientation of public spending in Bolivia	Experience on gender sensitive budgets	UN WOMEN	Ministry of Economy and Public Finance, National Assembly	USD 100.000	Cecilia Enríquez cecilia.enriquez@unwomen.org

Contribution to public investment of Departamental governments and municipalities to gender equality	Research carried out to collect information about public investment, expressed in the budget, allocated by the Autonomous Departamental Governments and Municipal to reduce gaps due to gender and contribute to the reflection on the orientation of the distribution of resources around the needs of the population, especially of women.	Develop an annual analysis of public investment aimed at promoting gender equality and equity, retrieve information and democratize it.	UN WOMEN	National Council of Autonomies	USD. 100.000	Cecilia Enríquez cecilia.enriquez@unwomen.org
Evaluation of the implementation of the Comprehensive Law 348 on Violence against women	Evaluation of the successes and difficulties to implement Law 348. This study was carried out at the national level and all the actors involved in the implementation of the Law were studied.	Develop knowledge of the Law and be able to provide technical support in the allocation of resources.	UN WOMEN	Ombudsman	USD 50.000	Cecilia Enríquez cecilia.enriquez@unwomen.org

Annex 2. Results Framework

2.1. Targets for Joint SDG Fund Results Framework

Joint SDG Fund Outcome 2: Additional financing leveraged to accelerate SDG achievement

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope ¹	0	1:2
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale ²³	0	1:4

Joint SDG Fund Output 4: Integrated financing strategies for accelerating SDG progress implemented

Indicators	Targets	
	2020	2021
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	0	1
4.2: #of integrated financing strategies that have been implemented with partners in lead ³	0	1
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	0	1

Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country⁴
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)
- Joint programme included addressing inequalities (QCPR) and the principle of "Leaving No One Behind"

¹ Additional resources mobilized for other/ additional sector/s or through new sources/means

² Additional resources mobilized for the same multi-sectoral solution.

³ This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

⁴ Annual survey will provide qualitative information towards this indicator.

- Joint programme featured gender results at the outcome level
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues
- Joint programme planned for and can demonstrate positive results/effects for youth
- Joint programme considered the needs of persons with disabilities
- Joint programme made use of risk analysis in programme planning
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change

2.2. Joint programme Results framework

Result / Indicators	Baseline	Year 1 Target	Year 2 Target	Means of Verification	Responsible partner
Outcome 1: By 2022, State institutions will respond adequately to the magnitude and extent of the problem of violence against women and children, based on the allocation of sufficient budgets to the institutions that make up the care and response ecosystem and the application of efficient management models					
Outcome 1 indicator 1 Proportion of the government budget with specific resource allocation for the prevention, care and punishment of violence against women and children	0,4% (2014)	-	1%	UDAPE/ Ministry of Economy and Public Finance	UNICEF ONU MUJERES UNFPA
Outcome 1 Indicator 3 Percentage of departmental and municipal governments that have institutional mechanisms and budgets to provide a quality response to violence against women and children	No Baseline	-	Departmental Governments: 100% Gobiernos municipales: 25% (categorías A)	General Budget of the State - Ministry of Economy and Public Finance	UNICEF ONU MUJERES UNFPA
Percentage of cases of violence against women and children that are investigated and sentenced	1,3%	-	3%	Ombudsman's Report	UNICEF ONU MUJERES UNFPA

Output 1.1: The State provides essential violence care services focused on women and children					
Output 1.1 indicator Number of analytical documents on financial management and resource allocation for the operation of the institutional model for the prevention, care and punishment of violence against women and children	0	4	-	Final reports of the studies	UNICEF ONU MUJERES UNFPA
Percentage of additional resources mobilized (public and external) for the operation of the new management model for prevention, care and punishment of violence against women and children	No baseline	-	10%	VIPFE Annual Reports	UNICEF ONU MUJERES UNFPA
Output 1.2: Institutions of the violence against children and women protection system improve their performance and outreach					
Number of strategic proposals to optimize institutional management and funding on prevention, care and punishment of violence against women and children	0	1	-	Final reports of the studies	UNICEF ONU MUJERES UNFPA

Output 1.2 indicator Percentage of municipal governments that implement the efficient management model incorporating national and international regulations through the Essential Services Package for Women and Girls in Situation of Violence	0%	-	25% (municipios Categoría A)	Systematization of the implemented experiences	UNICEF ONU MUJERES UNFPA
Administrative records					
Output 1.2 indicator					
Level of satisfaction of users of municipal services for cases of violence against women and children, based on standards of due diligence	Due diligence standards report 2018 (FELCV, Fiscalía, IDIF, Órgano Judicial)	-	Improvement of 5 percentage for each institution	Due diligence standards report	UNICEF ONU MUJERES UNFPA

Annex 3. Gender marker matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	3	The context analysis is focused on gender inequalities, it reveals through data the impact of violence against women and children. In line with SDG 5, CEDAW's and Belem do Pará recommendations.	Baseline and Situation Analysis
1.2	Gender Equality mainstreamed in proposed outputs	3	The program's outputs are focused on generating strategic and operational guidelines regarding gender budget management and institutional management models, so that the State can strengthen the financing framework and management of the system of protection against violence against children and women and its various components	Expected results by outcome and outputs
1.3	Programme output indicators measure changes on gender equality	3	Besides having all the indicators to measure gender equality, the proposal makes a special emphasis in a unified approach to budgeting and monitoring that will be promoted through an agreed set of gender indicators, an estimate of public investment in prevention and care of violence against children and women will be estimated.	Workplan
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	3	<p>The Plurinational Service for Women and Depatriarchalization is one of the main partners as they report directly to the Special Cabinet to Combat Violence against Women and Children and was created in 2019 in response to the high rates of femicide.</p> <p>Both Ser Mujer and the Cabinet are the mechanism for the advancement of women's rights.</p> <p>In its supervisory role, this Service must ensure that the State, at its different levels,</p>	Endorsement letter

			assumes the costs of the protection system, which involves prevention, care, punishment and repair.	
S 2.2	PUNO collaborate and engages with women's/gender equality CSOs	3	The Association of councilors of Bolivia has the function of promoting and encouraging women's political participation in decision making spaces at the municipal level, enabling their empowerment and the incorporation of the gender perspective in municipal planning and development. It has developed actions to influence the fiscal pact and is a body responsible for bringing together women councillors for technical advice, training processes and, in coordination with civil society organizations, carries out public policy advocacy activities.	Endorsement letter
3.1	Program proposes a gender-responsive budget	3	As this is a project based on the SDG 5, the budget is gender responsive	Planned budget
Total scoring		18		

Annex 4. Budget and Work Plan

4.1 Budget per UNSDG categories

UNDG BUDGET CATEGORIES	UNICEF		UN Women		UNFPA		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	60,000	260,000	61,905	86,000	0	271,044	121,905	617,044
2. Supplies, Commodities, Materials	0		0		0		0	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0		0	
4. Contractual services	120,000		100,000		135,000		355,000	
5.Travel	16,000		20,000		8,000		44,000	
6. Transfers and Grants to Counterparts	80,000		80,000		0		160,000	
7. General Operating and other Direct Costs	11,200		9,286		78,429		98,915	
Total Direct Costs	287,200		271,191		221,429		779,820	
8. Indirect Support Costs (Max. 7%)	20,104		18,983		15,500		54,587	
TOTAL Costs	307,304		290,174		236,929		834,407	617,044
1st year	138,747		125,230		136,608		400,585	308,522
2nd year	168,557		164,944		100,321		433,822	308,522

The budget per UNDG categories starts from the costing exercise carried out for each of the activities defined in the Work Plan matrix, identifying specific budgets for each of the actions that compose them and disaggregating these into the UNDG categories. Based on this costing exercise and in the framework of activities in which each of the PUNOs will participate, the aggregates by agency have been estimated according to the UNDG category.

The cost structure according to the UNDG categories are similar for each of the three PUNOs, with approximately 15% of the budget directed to the category of staff and other personnel, which will be necessary for the coordination of activities within each PUNO as well as the technical support for counterparts and consultants. Additionally, this item supports the governance, monitoring and reporting functions of the PUNOs.

Approximately 43% is allocated to Contractual Services expenses, which are mainly oriented to individual or institutional consulting work that will carry out both financial studies and advocacy activities. Finally, about 19% of the budget goes to Transfers and Grants to counterparts, with the objective of providing a financial contribution to government counterparts and the municipal associative system to support some of the programme's activities, particularly the definition of technical guidelines.

In the case of UNFPA, in view of its Mapping system (HQ), transfers to counterparties will be reflected in the General Operating and other Direct Costs item, due to the expenses they plan to carry out in this line of action. Therefore, the higher amount is reflected in this item instead of the Transfers and Grants to Counterparts item.

The Travel item has an allocation of 6% of the budget. Given the implementation of the project at the departmental and municipal levels, the need to develop trips to various municipalities and states is anticipated.

In addition, for each agency the contribution to direct and indirect costs has been included, which reaches approximately 19%.

4.2 Budget per SDG targets

SDG TARGETS		%	USD
3.8	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	10%	83,441
5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	30%	250,322
5.3	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	5%	41,720
16.1	Significantly reduce all forms of violence and related death rates everywhere	10%	83,441
16.2	End abuse, exploitation, trafficking and all forms of violence against and torture of children	25%	208,602
16.3	Promote the rule of law at the national and international levels and ensure equal access to justice for all	20%	166,881
TOTAL		100%	834,407

In the same way as Table 4.2, the budget has been distributed by SDG Targets. As presented in section 2.1, the programme contributes broadly to progress on SDGs 3, 5, and 16 on goals 3.8, 5.2, 5.3, 16.1, 16.2, and 16.3. Although the different project activities comprehensively address the problem and, above all, the institutionality of the system for the protection of women and children, estimates have been made to allocate the budget to each of the Sustainable Development Goals and their goals.

Given that the main objective of this programme is to contribute to the elimination of all forms of violence against women and girls, a significant proportion of the program budget (about 30%) is directed towards goal 5.2, being the main one in terms of the budget structure. The total assigned to SDG 5 reaches 35% if we add the second defined goal (goal 5.3).

However, SDG 16, in its three impacted goals, has the highest percentage of the programme budget, reaching 55% of it. This is to be expected given that the main objective of the program is to improve the institutional arrangements of the system for the protection of women and children. Within this group, the second SDG goal in terms of programme budget (25%) is 16.2 related to eliminating all forms of violence against children, the other population group prioritized in this proposal besides women.

The remaining 10% of the program budget goes to SDG 3 (health and wellness), particularly to target 3.8. This allocation is related to actions to diagnose and improve the care system for victims of violence, as well as to contribute to reducing violence in access to reproductive sexual health.

4.3 Work plan

Outcome 1			By 2022, State institutions at all three levels of government will respond adequately to the magnitude and extent of the problem of violence against children and women, based on the allocation of sufficient budgets to the institutions that make up the care and response ecosystem and the application of efficient management models within them.															
Output	Annual target/s		List of activities	Time frame							PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved		
	Year 1	Year 2		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)	
Output 1.1: All victims of violence have essential violence care services focused on women and and children	Budget analysis studies carried out	_Budget classifier modified to incorporate dimensions of violence against women and children _Budget guidelines for the subnational level prepared and socialized	Evidence generation and cost estimation	x	x	x	x	x				_Consulting services for the preparation of studies _Transfers to counterparts to strengthen capacities and produce guidelines _ Advocacy activities with government counterparts (socialization events, workshops, meetings)	275,354	141,713	417,067	Lead: UNICEF Other PUNO: UN Women, UNFPA	Ministry of Economy and Public Finance Ministry of Planning for Development Judicial authority Ministry of Justice Plurinational Service for Women and Depatriarchalization Ministry of the Presidency Ministry of Government Ministry of Health Public Ministry Police (FELCV) FAM ACOBOL Sub-national governments	
			Incidence on budget processes					x	x	x	x							
Output 1.2: Institutions of the system of protection of violence against children and women improve their performance and scope	Management models developed	Recommendations on management models developed and socialized with the national and sub-national governments	Development of a management model	x	x	x	x	x				_Consulting services for the preparation of studies _Transfers to counterparties for implementation of recommendations _Technical assistance activities to government counterparts (socialization events, workshops)	317,075	322,437	639,512	Lead: UN Women and UNFPA Other PUNO: UNICEF	Ministry of Planning for Development Ministry of the Presidency Judicial Authority Ministry of Justice Plurinational Service for Women and Depatriarchalization Ministry of the Presidency Ministry of Government Ministry of Health Public Ministry Police - FELCV FAM ACOBOL Sub-national governments	
			Technical assistance for implementation of recommendations at the sub-national level						x	x	x							x
Joint programme management			List of activities	Time frame							PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved		
				Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)			Total Cost (USD)	
Output 3.1: Joint Programme, its activities and products are implemented according to planning	Implementation percentage: 40%	Implementation percentage: 100%	Project management	x	x	x	x	x	x	x	x	_Direct and indirect costs _Staff of the PUNO	241,978	152,894	394,872	UNICEF, UN Women and UNFPA	Ministry of Planning for Development	
			Project implementation (administrative and operational processes)	x	x	x	x	x	x	x	x							
			Monitoring and evaluation	x	x	x	x	x	x	x	x							x

Annex 5. Risk Management Plan

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
Political instability at the national and sub-national levels in the context of elections and their results	9	3	3	Follow-up of the political situation and joint evaluation with the government of the planned actions, and adjustment to the activities under the Joint Programme	UNICEF/Representative UN WOMEN/Representative UNFPA/Representative
Changes in priorities of the agenda and public policies concentrate the allocation of resources on health and epidemiological issues, and modify the ways of working of institutions and implementing partners due to the COVID-19 pandemic	25	5	5	Advocacy work with duty bearers to prioritise investments in services to address GBV and victims	UNICEF/Representative UN WOMEN/Representative UNFPA/Representative
Repeated interference in project implementation due to unforeseen health emergencies caused by the COVID-19 pandemic	9	3	3	Monitoring and periodic evaluation in order to make adjustments to planning where required	UNICEF/Representative UN WOMEN/Representative UNFPA/Representative
Programmatic risks					

Difficulties in standardizing the criteria to define the proposed model for the functional structure of the system of protection of children and women victims of violence	6	2	3	Establish stable processes of dialogue and coordination between the institutions involved	UNICEF/Project managers UN WOMEN/Project managers UNFPA/Project managers
Reluctance of institutions to provide financial information with the levels of disaggregation required to carry out costing studies	9	3	3	Subscription of agreements and advocacy activities to have complete and timely information	UNICEF/Project managers UN WOMEN/Project managers UNFPA/Project managers
Operational difficulties in holding meetings and reaching agreements with implementing partners due to limitations in travel to different regions of the country and the difficulty in accessing stable internet connections at subnational levels.	12	3	4	Coordination through regional offices of each agency and search for alternative channels of communication	UNICEF/Project managers UN WOMEN/Project managers UNFPA/Project managers
Institutional risks					
Conflict between the national and subnational levels due to the new autonomic regime and definition of exclusive and concurrent competences	6	3	2	Establish a strategy to monitor conflict and support dialogue processes to define competencies	UNICEF/Representative UN WOMEN/Representative UNFPA/Representative
Discontinuity of interlocutors from institutions for the monitoring and implementation of the project due to lack of institutionalization of the personnel of state institutions and subnational levels	10	5	2	Advocate for the implementation of the models of the functional structure of the protection system, in which professional profiles will be proposed for the personnel of all the involved instances	UNICEF/Project managers UN WOMEN/Project managers UNFPA/Project managers

Modifications to the organizational structure (mergers or disappearance of units/directorates) of the State due to the redefinition of budgetary priorities due to the COVID-19 pandemic and/or change of government.	9	3	3	<p>Advocacy with the new authorities to present the situation of violence against women and children in the country and the importance of the project and its progress in reversing this situation.</p> <p>Readjust the mechanisms (technical tables) to monitor and evaluate the project.</p>	UNICEF/Project managers UN WOMEN/Project managers UNFPA/Project managers
Fiduciary risks					
Demands of the fiscal pact of the subnational levels are not met and the budgets allocated are insufficient to comply with what the protection system demands	4	4	1	<p>Include ideal and possible scenarios to implement in the studies carried out within the framework of the project to have budgetary flexibility in its implementation</p>	UNICEF/Project managers UN WOMEN/Project managers UNFPA/Project managers
Limits in the allocation of public resources for the implementation of the model for addressing violence against women and children, caused by the effects of the COVID-19 pandemic.	12	3	4	<p>Promote the development of a strategy of prioritisation and resource mobilisation for the implementation of the model</p>	UNICEF/Project managers UN WOMEN/Project managers UNFPA/Project managers